

BOARD OF GOVERNORS OF CONCORDIA UNIVERSITY

MINUTES OF THE OPEN SESSION OF THE MEETING OF THE BOARD OF
GOVERNOR HELD ON WEDNESDAY, 15 MAY 1991, IMMEDIATELY FOLLOWING
THE CLOSED SESSION, IN ROOM AD-308, LOYOLA CAMPUS

Attendance: Present: Me A. Gervais, Chairman, Chief Justice A. B. Gold, Chancellor, Mr. B. Aune, Mr. M. J. Bourgault, Ms. L Brodrick, Ms. K Cox, Mr. D. D'Alessandro, Ms. M. Donaldson, Mr. J.N. Economides, Dr. T. Fancott, Mr. H. Farias, Mr. R. K. Groome, Dr. H. Habib, Dr. P. Kenniff, Rector, Dr. V. H. Kirpalani, Mr. F. Knowles, Mr. R. Lawless, Sister E. McIlwaine, Dr. R. H. Pallen, Mr. R. Renaud, Mr. S. Tamas, Ms. M. Vennat, Ms. S. Woods

Officers of the University: Dr. M. Cohen, Dr. C. Giguère, Dr. R. Sheinin, Me B. Gaudet

Absent: Mr. A. Benedetti, Mr. L. Ellen, Mr. J. R. Firth, Prof. S. Friedland, Dr. D. B. Frost, Mr. T. Hecht, Mr. P. Howlett, Mr. P. Ivanier, Mr. D. W. McNaughton, Mr. A. H. Michell, Mr. J. J. Pepper, Ms. C. Shamy, Mr. J. H. Smith, Mr. S. Spedding, Mr. W. W. Stinson, Mr. C. I. Taylor

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

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| BG-91-5-D32 | - Excerpt from the Minutes of a Special meeting of the Executive Committee, approving the signing of an Exchange Agreement between Concordia University and Loyola High School |
| BG-91-5-D33 | - Proposed Capital Budget for general renovations and alterations, and equipment purchases for 1991/92 |
| BG-91-5-D34 | - Proposed members of the Advisory Search Committee for the Dean of the Faculty of Commerce and Administration |
| BG-91-5-D35 | - Supporting documents for nominations for membership on the Advisory Search Committee for the Dean of the Faculty of Commerce and Administration |
| BG-91-5-D36 | - Request from Co-op Concordia to use the name "Concordia University" in its official designation |
| BG-91-5-D37 | - Recommendation from Senate for approval of Concordia University Mission Statement |
| BG-91-5-D38 | - Recommendation from Senate to revise the composition of the Engineering and Computer Science Faculty Council |
| BG-91-5-D39 | - Letter to the Rector from Mr. Pierre Lucier, Deputy Minister of Higher Education and Science, outlining a new government policy re: international students' fees |

1.1 Call to Order

The Open Session was convened at 6:53 p.m.

1.1 Chairman's Remarks

The Chairman thanked the Governors for attending, and otherwise waived his remarks.

1.2 Approval of the Agenda

The Chairman advised that Item 2.1, concerning approval of a student association fee to be allocated to CUSACORP, had been removed from the Agenda at the request of the mover. The Agenda was approved with this modification.

1.3 Approval of the Minutes

It was moved and seconded (Bourgault, Woods) and unanimously RESOLVED:

R91-41 *THAT the Minutes of the Open Session of the previous meeting, held on 17 April 1991, be approved.*

2. Business arising from the Minutes

There was no business arising from the Minutes.

3. Ratification of an Executive Committee resolution approving the signing of an Exchange Agreement between Concordia University and Loyola High School

Dr. Kenniff explained that a request, from Loyola High School, prompted the Executive Committee to allow the Exchange Agreement to be signed in advance of Board ratification. Loyola had pressed for early signing in order to proceed with construction of its new school.

It was moved and seconded (Kenniff, Gold) and unanimously RESOLVED:

R91-42 *THAT the Board of Governors ratify and confirm the resolution, adopted by the Executive Committee at its meeting held on 7 May 1991, approving the signing of a Deed of Exchange between Concordia University and the Loyola High School and delegating signing authority therefore, the whole as outlined in Document BG-91-5-D32.*

4. Approval of the proposed Capital Budget for 1991-92

Dr. Giguère advised that the actual budget under consideration is contained in Appendix A of Document BG-91-5-D33. The proposed budget includes expenditures of \$3.875 million, which would, on the basis of anticipated revenues, leave an estimated surplus of \$331,000. to be carried forward to 1992-93; this surplus representing the deliberate withholding of funds to defer certain renovation projects until next year.

Mr. Knowles enquired if expenses associated with construction of the downtown library were included in the budget, to which Dr. Giguère answered that none of the three construction projects is included. The Capital Budget being recommended for approval by the Board was specific to renovations, alterations and equipment purchases to be paid for out of the general capital funds received from the provincial government. Mr. Lawless suggested the addition of the phrase 'for general renovations and alterations, and the purchase of equipment' to the proposed resolution, to which the proposer, Mr. Aune, agreed.

Dr. Fancott observed that budget items appeared to have been indexed downwards, and asked whether this was standard. Dr. Giguère explained that the government publishes, annually, a five-year capital investment plan - the current plan having been projected over the years 1989-94. The University projects its expenditures on a "worst case" budget plan based on grant estimates, because actual grant amounts are unknown, and payment of allocated funds follows well after the budget year. Dr. Giguère said there were indications that revenues for 1991-92 may be higher than estimations have shown.

It was moved and seconded (Aune, D'Alessandro) and unanimously RESOLVED:

- R91-43 *THAT, on the recommendation of the Budget Committee and that of Senate, the proposed Capital Budget for 1991-92, for general renovations and alterations, and the purchase of equipment, as outlined in Document BG-91-5-D33, be approved.*

5. Advisory Search Committee for the Dean of the Faculty of Commerce and Administration

It was moved and seconded (Kirpalani, Cox) and unanimously RESOLVED:

- R91-44 *THAT in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, and pursuant to Resolution R91-22 which was adopted by the Board at its meeting of 20 March 1991, the following persons be elected as members of the Advisory Search Committee for the Dean of the Faculty of Commerce and Administration, namely:*

- *Dr. Rose Sheinin, Vice-Rector, Academic, as Chairwoman;*
- *Mr. Reginald K Groome, a Governor representing the community-at-large, recommended by the Chairman of the Board;*
- *Dr. Robert Parker, Dean of the Faculty of Fine Arts, recommended by the other academic deans;*
- *Prof. Bryan Barbieri, Dr. Bakr Ibrahim, Dr. Abolhassan Jalilvand and Dr. Mohammed Jamal, all of the Faculty of Commerce and Administration, recommended by the Commerce and Administration Faculty Council;*
- *Ms. Louise Carpentier, a professional librarian, and Prof. Norman Segalowitz from the Faculty of Arts and Science, both recommended by the faculty members of Senate;*
- *Mr. Thomas Dowd and Mr. Scott Jarvis, undergraduate students from the Faculty of Commerce and Administration, recommended by the Faculty Council;*
- *Ms. Claire Fiducia, a graduate student from the Faculty of Commerce and Administration, recommended by the Faculty Council;*
- *Mr. Brian Hawker, a member of the permanent staff of the Faculty of Commerce and Administration, recommended by Human Resources after due election by and from the full-time permanent staff of the Faculty.*

AND

THAT the Chairman of the Board of Governors be authorized to appoint another member as a replacement for a member who may have resigned, such appointment to be made in consultation with the Chairwoman of the Committee, and with the constituency of the Committee member who has resigned.

The Chairman introduced the two guests who had entered during the Open Session as Ms. Charlene Nero and Ms. Eleanor Brown, the recently elected co-presidents of CUSA; they accepted Me Gervais' invitation to join the Governors for dinner.

6. Authorization to Co-op Concordia to use the name "Concordia University" in its official designation

Me Gervais advised the Board that although the name "Coopérative de l'Université Concordia" has already been used by the organization for five years, only recently was it brought to the attention of the Secretary-General that, inadvertently, the Co-op had never sought to obtain the Board's authorization.

Dr. Giguère explained that the Co-op was initially created to enable Engineering and Computer Science students to benefit from a government loan program designed to enable students to purchase computers. Loans, under the program, rested on the condition that computers be purchased from student cooperatives. The Co-op, in 1985, expanded its product lines and its clientèle, to sell computers, calculators and computer-related supplies at discount prices to all members of the Concordia community.

Mr. Knowles asked if the University has any financial commitment to the Co-op, to which Dr. Giguère answered "No." He asked further whether the Co-op was financially sound. Dr. Kenniff responded, saying that the Board of Governors has normally approved the use of the name by student associations which (1) are related to the University, (2) operate in the interests of Concordia students, and (3) appear to be well-managed; there have never been guarantees. In the case of Co-op Concordia, due to the long delay in applying for use of the name, the Board had, he said, the unusual advantage of knowing that the organization is properly structured and has functioned efficiently for some time.

It was moved and seconded (Farias, Tamas) and unanimously RESOLVED:

R91-45 *THAT in accordance with the second paragraph of Article 1 of the University By-Laws, the Board authorize Co-op Concordia to use the name "Concordia University" or "Université Concordia", in its official designation, as requested in Document BG-91-5-D36.*

7. Approval of the Concordia University Mission Statement

The Rector explained that the Mission Statement was derived from the text of a speech which he gave to a joint meeting of Senate and the Board of Governors on 30 October 1989. The Mission Statement was revised and approved by the Senate Committee on Academic Planning and Priorities in April 1991, and following a lively debate, was approved by Senate. It should, Dr. Kenniff said, be seen to affirm essential principles and objectives of the University, laying a foundation from which the process of articulating planning strategies may begin.

It was moved and seconded (Kenniff, Groome) and unanimously RESOLVED:

R91-45 *THAT, on the recommendation of Senate, the Concordia University Mission Statement, outlined in Document BG-91-5-D37, be approved.*

8. Approval of a revision to the composition of the Engineering and Computer Science Faculty Council

Dr. Fancott reported that the addition of the Dean of Graduate Studies to the ECS Faculty Council, proposed to Senate by the ECS Faculty Council, responds to a recommendation of the Review Committee for the Division of Graduate Studies.

It was moved and seconded (Fancott, Habib) and unanimously RESOLVED:

R91-46 *THAT, on the recommendation of Senate, the modification to the composition of the Engineering and Computer Science Faculty Council, as outlined in Document BG-91-5-D38, be approved.*

9. Approval of an increase in tuition fees for international students

The Rector opened the discussion by saying that he regretted having to make this proposal. He reminded the Board that he had, in 1984, strongly opposed the government's earlier decision to increase fees charged to foreign students.

Under the new government policy, to take effect in June 1991, universities' grants will be reduced by an amount equivalent to 20% of the tuition fees charged to international students, with the rationale that the shortfall should be collected directly from these students. Every university is free to derive a suitable administrative formula. Concordia has chosen to absorb the shortfall for the JuneSeptember interval for all foreign students, and will continue to absorb increased costs for graduate students. As of September 1991, graduate foreign student fees will remain at \$195 per credit, while undergraduates will pay \$234 per credit, a 20% increase.

Dr. Kenniff emphasized that Concordia is extremely reluctant to create financial hardship for its international students. Foreign students are the "backbone" of many of our graduate programmes, he said, and must not be discouraged. For undergraduate students who are unable to pay the increased fees, the administration is exploring the creation of a contingency fund, in the area of \$200,000., to provide short-term financial aid.

Ms. Brodrick said the fund would be a very temporary solution, and asked whether foreign students are eligible for financial assistance under any regular governmental programmes. The Rector said they are not; students come under many different types of programmes, some are sponsored by their governments, some hold parttime positions

within the University. Although many can afford to pay higher fees, the contingency fund must ease the transition for students who cannot.

Dr. Habib said he appreciated the Rector's outspoken and continuing opposition to government policies on foreign students, and proposed that Concordia express its opposition more vigorously. Concordia has always encouraged and enjoyed a high level of participation by international students, he said, and should now try to protect them from prohibitive fee increases, especially students from developing countries or eastern Europe. Dr. Habib said that he deplored the government decision, remarking that its greatest mistake was the failure to recognize that these students are Canada's most persuasive ambassadors throughout the world. Dr. Habib said that he would oppose the motion.

Mr. Farias suggested that graduate students and undergraduate students should be treated similarly under the fee structure.

Dr. Fancott said it was his understanding that many fee waivers are acquired through reciprocity agreements between countries; in Québec, these are dominated by agreements with francophone countries. Concordia, he suggested, should explore the potential for developing additional reciprocal arrangements through the government of Québec, or directly through foreign consulates. He added that the Faculty of Engineering and Computer Science had lost enrolments due to the high fee increase imposed under government policy in 1984.

Using the example of expensive American universities, Dr. Kirpalani said he believed that Concordia will retain and attract international graduate students, irrespective of the fee level, as long as its programmes are of a high academic calibre. Most of our graduate programmes, he said, could stand the test- Special assistance could be extended in exceptional cases.

Mr. Knowles expressed his agreement, in principle, that the government's decision may have been short-sighted because the presence of international students contributes significantly to the University. He cautioned, however, that Concordia must try to cap expenditures to reduce our deficit, and asked how a contingency fund would be financed.

Dr. Kenniff explained that the question of a contingency fund had not yet come to the Board's attention, or to the Budget Committee, because the idea is still being explored. Dr. Cohen said that there was no intention of drawing money for the fund from the operating budget. The Board was being asked, at that point, only to approve the decision to increase tuition fees to be paid by undergraduate foreign students. Without a fee increase, Concordia will lose almost \$1 million a year, Dr. Kenniff said.

Mr. D'Alessandro asked how many foreign students are enrolled at Concordia; Dr. Kenniff answered, about eight hundred. It was determined that about 170 students could, with a fund of \$200,000, be subsidized for the full amount of the difference for one year (\$1170). The objective of the fund, the Rector said, would be to assist the largest possible number of students, according to their needs.

The 1984 policy of increasing tuition fees for international students was designed to generate revenues, but in fact, said Dr. Kenniff, revenues from international students dropped due to reduced enrolments. The government allows a certain number of fee waivers which are distributed at the discretion -of the Office of the Rector. Historically, Concordia has assisted many students from countries troubled by political instability.

In September, Dr. Kenniff said, we will strive to balance students' needs with the exigencies of Concordia's difficult financial situation. Concordia will appeal to the Government for an increased number of fee waivers, and continue to press aggressively for policy change.

It was moved and seconded (Kenniff, Vennat), and CARRIED, with nineteen in favour, two opposed and one abstention:

R91-47 *WHEREAS the amounts of grants allocated by the Québec Government to universities for the fiscal year 1991-92 have been determined by discounting a 20% increase in the tuition fees for international students, pursuant to a recent decision by the Ministry of Higher Education and Science and in accordance with the general policy on the increase in tuition fees for all Québec university students;*

WHEREAS each institution is free to make its own decisions and to adopt appropriate administrative measures for the implementation of the abovementioned increase, and Concordia University has decided to limit this increase to undergraduate international students; AND

WHEREAS, in accordance with the University's By-Laws, it is one of the prerogatives of the Board of Governors to approve any modification to fees and other charges to be paid by students;

THAT the tuition fees for graduate international students remain at their present level of \$195. per credit; THAT the tuition fees for undergraduate international students be increased from \$195. per credit to \$234. per credit; AND

THAT such increase be implemented as of 1 September 1991 for all such students, whether returning or newly-admitted.

Dr. Giguère added a point of information: a letter has been prepared, with his signature, to inform international students about the upcoming fee increase.

10. Reports of the Standing Committees

10.1 Budget Committee

In the absence of the Committee's Chairman, the Vice-Chairman, Mr. Aune, reported that, at its meeting of 8 May 1991, the Budget Committee discussed three items: the Capital Budget; construction costs for the three current projects; and a general review of the operating budget.

The Capital Budget having already been approved, Mr. Aune briefed the Board on construction costs: the Concert Hall cost about \$4,000,000, raised by the Capital Campaign; the Vanier Library cost approximately \$11,000,000, with \$6.5 million coming from the government and \$4.4 million from the Capital Campaign; and construction costs for the McConnell Building, which will house the new downtown library, are in line with the projected costs.

Respecting the projection for 1990-91 results, Concordia should finish the year with a small surplus.

10.2 Collective Bargaining Committee

Ms. Vennat, Chairwoman of the Committee, reported that, at its meeting of 8 May 1991, the Collective Bargaining Committee gave its approval and conferred signing authority for five collective agreements with Physical Plant employees. The Committee will meet again before the end of June to consider the agreements to be entered into with the two unions representing library workers.

10.3 Executive Committee

Me Gervais reported that, at its meeting of 7 May 1991, the Executive Committee had approved the signing of the Deed of Exchange between Concordia University and Loyola High School. The Agreement, signed immediately before the Board meeting, will consolidate Concordia's facilities on the north side of Sherbrooke St. (except for the sports facilities on the south) and enable Loyola High School to bring its gymnasium and the school together on the same site. The Chairman remarked that it had been exactly one year since the agreement-in-principle had been approved by the Board to initiate the property exchange.

Me Gervais said that the Committee had also approved a resolution to begin excavation works for the tunnel under de Maisonneuve Blvd. linking the McConnell and Hall buildings.

10.4 Nominating Committee

The Vice-Chairwoman, Ms. Donaldson, indicated that the Committee wished to defer its report to the June meeting of the Board.

11. Report of the Rector

The Rector reported that the Executive of the Quebec Conference of Rectors had met the previous week with the Premier, Mr. Robert Bourassa, for the first time in two years. Dr. Kenniff told the Premier that he disagreed with the policy of imposing a 20 percent fee increase on international students. The Rector advised the Board that strong support from the other Rectors, especially from UQAM and Université Laval, led him to anticipate that consensus among Québec universities would likely be achieved in opposition to this policy.

Although the Premier had expressed the intention of maintaining levels of funding for universities, the Rector told the Board that fee increases to international students would not compensate for the loss in provincial funding. The tone of the meeting was very positive, he said, and he was pleased that the Government has maintained support for higher education in spite of severe economic constraints.

12. Reports of the Vice-Rectors

12.1 Dr. Sheinin

Dr. Sheinin said she had nothing to report.

12.2 Dr. Cohen

Dr. Cohen reported that, according to early news of next year's provincial budget,

Concordia should be able to meet its own budget projections for 1991-92. Onbalance, government budget cuts have been compensated by benefits in other areas, leaving Concordia's financial situation quite stable. The budget priorities announced for the coming year will be respected.

Concerning the announced salary freezes in the public and para-public sectors, Bill 149, the "Loi sur le plafonnement provisoire de la rémunération dans le secteur public", will provide guidelines for the application of government restraint policies to the salaries of

university employees. Every Québec university, Dr. Cohen said, will have to determine a unique schedule for implementation according to the collective agreements to which it is subject; the salary freeze should be implemented as soon as possible after the expiry of a collective agreement. The administration is committed to arriving at an equitable distribution of the burden of cuts across universities in the province, and achieving fair distribution across employee groups within Concordia.

Me Gervais proposed that the Board express its congratulations and thanks to Dr. Kenniff and Dr. Cohen for their remarkable achievement of base-funding equity for Concordia.

It was moved and seconded (Gold, Fancott) and unanimously RESOLVED:

- R91-48 *THAT the Board express its satisfaction and gratitude for the excellent management of the University's financial affairs by the Rector, Dr. Patrick Kenniff, and the Vice-Rector, Institutional Relations and Finance, Dr. Maurice Cohen, particularly with respect to achieving the correction of our base funding by the Québec Government.*

12.3 Dr. Giguère

Dr. Giguère reported on the progress of the Strategic Space Planning Committee, drawing attention to an article written by Dr. Kenniff and printed in The Gazette on 8 May 1991, (a copy of which was included in the Board mailing), and another, by Dr. Giguère, which was published in Concordia's Thursday Report. The Committee was preparing a set of principles to be presented in June. While consultations are not expected to progress significantly over the summer months, responses will be invited in the fall. Dr. Giguère said that, all going well, a recommendation will be submitted to the Board in late fall.

Dr. Giguère reported, also, that on 1 June 1991 the financial module (FIS) of the Management Information System will come into effect. The Steering Committee on the implementation of the MIS has produced a report, which was forwarded to the Budget Committee for information.

Dr. Kenniff commented briefly on his decision to write an open letter to members of the Montreal community, with a particular emphasis on Concordia students, which was printed in The Gazette's "Dialogue" column. He reminded the Governors of his preference, expressed at the April meeting of the Board, not to respond publicly to the rumours circulating on the space planning issue unless there were further provocation. The purpose of his letter, the Rector said, was to provide clear information to the community which would conclusively refute misinformation which was continuing to arouse doubt and confusion. He regretted that patently false statements were still circulating; as an example, Dr. Kenniff referred the Board to some of the information

alluded to and used as a basis for the representations made by CUSA in the brief distributed to the Governors.

13. Date of next meeting

The next regular meeting of the Board will be held on Wednesday, 19 June 1991, at 8:00 a.m.

14. Termination

The meeting terminated at 8:14 p.m.

Bérengère Gaudet
Secretary of the Board of Governors